



DEPARTMENT OF THE ARMY
UNITED STATES ARMY, EUROPE, AND SEVENTH ARMY
UNIT 29351
APO AE 09014-9351

AEAGA

AUG 30 2006

**MEMORANDUM FOR ALL MILITARY AND CIVILIAN SUPERVISORS OF USAREUR
FEDERAL CIVILIANS**

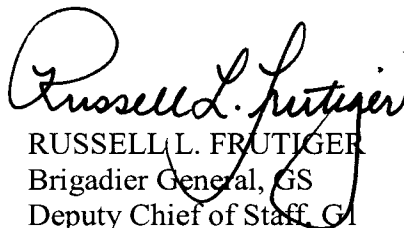
SUBJECT: USAREUR Guide to Civilian Human Resources Management

1. USAREUR's deployment of the National Security Personnel System (NSPS) in Europe will fundamentally and significantly change DOD's civilian personnel system in ways not seen since the Civil Service Reform Act of 1978. As a result, there is a great need to reinvigorate our leadership development program and provide military and civilian managers and supervisors of civilian employees the guidance, training, tools and resources to be successful in an NSPS environment. The HQ USAREUR, G1, Civilian Personnel Directorate (CPD) is aggressively working to meet this challenge.

2. Enclosed is CPD's campaign plan for developing a series of guides that will be available in print and electronically on a full range of civilian human resources functional areas. Many guides currently exist and are available electronically as referenced in the campaign plan. However, NSPS requires the modification of these guides, and the development of new ones. CPD will publish NSPS-specific guides incrementally in advance of USAREUR's conversion to NSPS which is projected for October 2007. Expect to see a Manager and Supervisor's Guide to NSPS in several weeks, with the remaining guides being incrementally provided over the next few months.

3. These guides will be supplemented with specific training opportunities in the months prior to conversion of our civilian employees in areas such as pay pool management and performance management under NSPS. As some categories of employees will not initially convert to NSPS, managers and supervisors will be challenged to apply different guides and tools until all employees are under the NSPS umbrella. USAREUR's civilian human resources professionals stand ready to provide the advice and assistance you require. If you have specific recommendations for additional guides, please share them with Mr. Tony Whitehouse, Deputy Civilian Personnel Director at tony.whitehouse@us.army.mil.

Encl


RUSSELL L. FRUTIGER
Brigadier General, GS
Deputy Chief of Staff, G1

CIVILIAN HUMAN RESOURCE MANAGEMENT UNITED STATES ARMY, EUROPE (USAREUR), CAMPAIGN PLAN

NATIONAL SECURITY PERSONNEL SYSTEM (NSPS):

General Guide. A Pocket Guide to NSPS for Managers, Supervisors, and Employees will provide general information on all aspects of the new human resources (HR) management system. It will cover everything from conversion into NSPS, pay and compensation, performance management, to workforce shaping. This will be published by 1 October 2006. For Department of Defense (DOD) general guidance on NSPS, go to www.per.hqusareur.army.mil/cpd/nsps/docs/HRMSE.pdf.

Guidance on Establishing and Managing Pay Pools. The NSPS performance evaluation process makes use of pay pools. Decisions regarding the types, sizes, and business rules for an organization must be made prior to conversion. A Guide for Establishing and Managing Pay Pools will be published for management's use by 1 December 2006. For more information on pay pools, go to the DOD website at www.cpms.osd.mil/nsps/docs/PayPoolBrochure062006.pdf.

RECRUITMENT AND PLACEMENT/STAFFING:

Staffing. The fill of jobs and use of employees to accomplish the mission is a key area for management. Information on the Recruitment and Placement Program is at www.cpol.army.mil/cgi-bin/permis/tree.cgi?MainSection=RPP. Here you will find links to information on the fill process, internal and external recruitment sources, type of service and appointments, qualifications and candidate evaluation, candidate referral and selection, reduction in force, Voluntary Separation Incentive Pay (VSIP), Voluntary Early Retirement Authority (VERA), and other topics. More specific information, including USAREUR delegations, on recruitment incentives is at www.per.hqusareur.army.mil/cpd, click on *Manager Resources*, then on *Recruitment and Retention Incentives*. At www.chra.eur.army.mil, click on *Management Tools* and then *Recruitment and PPP* to find a Managers and Supervisors Job Kit (a guide to filling jobs using Resumix), Army in Europe (AE) Regulation 690-300.335.1, Merit Promotion and Placement, and information on time-in-grade restrictions and other topics.

NSPS will bring changes to the current procedures for filling jobs and using employees which may necessitate changes to the systems and processes now in place. Information on these revisions is at www.cpms.osd.mil/nsps/employment.html. USAREUR will issue guidance and information on staffing changes, including Pay Setting guidance, no later than January 2007.

Overseas Employment. Employment of U.S. civilian employees and their family members stationed in foreign areas is governed by the DOD and the Department of the Army (DA) regulations. The Civilian Personnel Directorate (CPD) supplements DOD and DA guidance with Europe-unique requirements. Information on hiring U.S. citizen civilians in the European theater is at [www.per.hqusareur.army.mil/CPD/Overseas Tours and Rotation](http://www.per.hqusareur.army.mil/CPD/Overseas_Tours_and_Rotation). Guidance on how NSPS affects overseas employment in Europe will be provided in the near future, no later than March 2007.

Overseas Tours and Rotation. Employees, who are recruited from the U.S. for employment overseas, and many local hires, must sign a rotation agreement unless excluded by law or regulation. A rotation agreement establishes a specific tour of service. In most foreign areas, the initial tour of service is 36 months. DOD policy restricts most civilians to a maximum of five years in foreign overseas assignments. For information on the rotation policy, go to www.per.hqusareur.army.mil/CPD/Overseas%5FTours%5Fand%5FRotation/. NSPS will not affect current DOD, DA, or USAREUR guidance.

Priority Placement Program (PPP). PPP is a mandatory placement program used to place civilians returning to the continental United States (CONUS) or civilians affected by restructuring or reduction in force. The program is owned by the DOD, with policies and procedures found in the PPP manual at <http://dayton.cpms.osd.mil/public/manindex.cfm>. It provides program information and definitions, how it relates to other programs, and how it will be administered under NSPS. CPD will produce a guide for use in the theater highlighting the new procedures no later than October 2006.

POSITION CLASSIFICATION:

Position Classification is the allocation of a title, series and grade to the duties assigned to an employee. Information on the current classification program is at: www.chra.eur.army.mil, click on *Management Tools*, then on *Classification*. This site contains links to or information on classification standards, appeals and decisions, and Delegated Classification Authority. Of particular help are links to Fully Automated System for Classification (FASCLASS) and the USAREUR standardized General Schedule (GS) and Wage System job descriptions. FASCLASS is a repository of all current Army job descriptions.

NSPS will bring major changes to the U.S. appropriated fund classification system. Job descriptions will be shorter. Rather than being assigned to a job at a specific grade, employees will be placed in a career group, pay schedule and a pay band. Information on classification under NSPS is at www.cpms.osd.mil/nsps/classification.html. USAREUR will issue guidance to managers on the NSPS classification system no later than March 2007.

MANAGEMENT-EMPLOYEE RELATIONS:

Performance Management. Currently civilian employees are evaluated under the Total Army Performance Evaluation System (TAPES). Information including the TAPES Regulation, evaluation forms for both base (GS 1- 8) and senior (GS 9-15) systems, a USAREUR guide to TAPES ratings and information on USAREUR rating cycles may be found at www.chra.eur.army.mil/policy/mgmt_tools/empl_perf.htm. NSPS will completely change how civilian employees are evaluated and rewarded. Army in Europe guidance on NSPS performance management for performance system will be published by 1 March 2007.

Discipline and Adverse Actions. Information regarding procedures for disciplining civilian employees can be found at: www.chra.eur.army.mil/policy/mgmt_tools/discipline.htm. This website contains information regarding the types of disciplinary actions available and the procedures necessary to meet legal and regulatory requirements. Before proceeding with any disciplinary action, you should contact your HR Representative at your servicing Civilian

Personnel Advisory Center for guidance and assistance. There will be no changes to the procedures for disciplining employees when NSPS is deployed.

Hours of Work and Leave Administration. Information regarding establishing and changing work schedules; overtime and compensatory time; and leave administration can be found at: www.chra.eur.army.mil/policy/mgmt_tools/hours_of_work.htm. Additional information can also be found at the Office of Personnel Management Website: www.opm.gov/oca/INDEX.asp. There will be no changes regarding the administration of employee work schedules and leave when NSPS is deployed. However, there will be changes to overtime rules. Guidance regarding overtime under NSPS can be found at: www.cpmc.osd.mil/nsps/docs/implementing_issuances/1930Compensation.pdf. Supplemental guidance regarding overtime policies under NSPS will be published by 1 March 2007.

Awards. For information and current procedures, supervisors and managers should go to <http://per.hqusareur.army.mil/CPD/Awards/Default.aspx>. There is no change for Honorary and Public Service Awards under the NSPS; however, monetary awards in the form of performance awards and quality-step-increases in recognition of exceptional performance are absorbed in the new personnel system. At www.cpol.army.mil/library/general/nsps/about-pm.html supervisors can get information on how monetary recognition may still be done under NSPS, which is under the Performance Management Processes, including performance planning, monitoring, developing, rating, and rewarding.

On-the-Job-Injuries; Federal Employee Compensation Act (FECA). Current information regarding on-the-job-injuries is at www.per.hqusareur.army.mil/cpd, click *Manager Resources*, then *On-the-Job Injuries*. Here you can find general management and employee information. More specific guidance is available by clicking on the appropriate box, i.e., Appropriated Fund (AF), Non-Appropriated Fund (NAF) or Local National Employees, Frequently Asked Questions or Forms. On this site, you will also find a link to our USAREUR Pamphlet 690-100 called "Worker's Compensation Handbook for Supervisors of Appropriated Fund, Nonappropriated Fund, and Host Nation Employees" which will provide step by step information on reporting accidents and processing claims. This URL is: <https://www.aeaim.hqusareur.army.mil/library/pam/pdf/aep690-100.pdf>. An additional question and answer page regarding FECA is at the Office of Workers Compensation Program http://nt5.scbbs.com/cgi-bin/om_isapi.dll?clientID=280961&infobase=q-and-a.nfo&record={2}&softpage=PL_frame. We do not anticipate this guidance changing with the implementation of NSPS.

TRAINING AND DEVELOPMENT:

Employee Development. The Army Civilian Training, Education, and Development System (ACTEDS), governed by Army Regulation (AR) 690-950, is the Army's primary system for the development of career program employees. ACTEDS provides a "road map" for the planned development of civilians as they progress from entry level assignments to key positions through a blending of progressive and sequential work assignments, formal training, and self-development. The ACTEDS Training Catalog, which contains an ACTED Plan for each career field with recommended training and developmental assignments, can be found at the Civilian Personnel Online web site at <http://cpol.army.mil/library/train/catalog>. The leader development portion of ACTEDS is currently undergoing transformation. The new Civilian Education System (CES) will consist of four progressive, sequential, and mandatory courses for civilians. The

CES is currently being developed by the Army Management Staff College and is scheduled for full implementation in January 2007. Additional information on civilian employee development can be found at www.chra.eur.army.mil/policy/mgmt_tools/training.htm and www.per.hqusareur.army.mil/CPD/Leader_Development. This guidance will not change with the implementation of NSPS.

Supervisory Training. The Civilian Human Resources Agency (CHRA) provides an on-line Supervisory Development Course. This course is mandatory for all newly appointed supervisors within six months of appointment or assignment. Military personnel who supervise civilian employees are also required to complete this course within six months, but no later than 12 months after being assigned to a position in which they supervise civilian employees. Formal classroom training is available for a course entitled Human Resources for New Supervisors of U.S. Employees. This course is designed for new supervisors of AF civilians, including military supervisors who have civilian subordinates. A variety of HR topics are covered, such as Classification, Staffing, Performance Management, Management-Employee Relations, and Worker's Compensation. Information on these courses may be found at www.chra.eur.army.mil/ by clicking on the link for Distance Learning and Human Resources Development Division (HRDD) Courses in Europe and then Course Descriptions, respectively. Courses and/or their content will change as a result of NSPS.

Many of our supervisors, including military supervisors have not found the time to take these important classes. Under NSPS, training for supervisors will be mandatory four to six months prior to deployment of NSPS within the Command. This training will be tracked and certification required. Failure to complete this mandatory training will prevent a supervisor from accessing the system where performance evaluations are recorded. Supervisors and managers of appropriated and non-appropriated fund civilians should start learning about NSPS now. NSPS 101 is an on-line source which provides an overview of human resource elements associated with this new system. This course may be found at www.per.hqusareur.army.mil/cpd/NSPS/Default.aspx.

BENEFITS AND ALLOWANCES:

General Employee Benefits. Permanent Federal employees are entitled to various benefits such as health and life insurance, coverage under a retirement plan, and participation in the Thrift Savings Plan (TSP). Generally, employees on a term appointment are entitled to these benefits, but employees on a temporary appointment are not. Participation is at the discretion of the employee, except for participation in a retirement plan, and employees have various options available to them. Detailed information to assist employees with their enrollment in these programs can be found at www.opm.gov/insure/. From this web site, managers, supervisors and employees can link to more detailed information on the various benefits. In addition, TSP information is found at www.tsp.gov. These benefits will not be impacted by NSPS.

U.S. Employee Overseas Allowances. U.S. employees recruited from the continental United States are generally entitled to various overseas allowances. Chief among these are living quarters allowance (LQA), temporary quarters subsistence allowance (TQSA), separate maintenance allowance (SMA), Foreign Transfer Allowance (FTA), and Post Allowance. The Army follows Department of State and DOD regulations and guidance in administering these allowances. The overarching guidance is found in the Department of State Standardized Regulations (DSSR) at www.state.gov/m/a/als/c1843.htm. Contained therein is information on Quarters Allowances (LQA and TQSA), Cost-Of-Living Allowances (Post Allowance, SMA,

FTA), and related worksheets. Associated tables of allowances and rates can be found at www.state.gov/m/a/als/. DOD guidance is found in DOD Manual 1400.25-M, Department of Defense Civilian Personnel Manual, Subchapter 1250, Overseas Allowances and Differentials (www.cpms.osd.mil/cpm/cpm.html). AE Regulation 690-500.592, Civilian Personnel Living Quarters Allowance (<https://www.aeaim.hqusareur.army.mil/library/reg/pdf/aer690-500.592.pdf>) provides guidance for Army in Europe personnel.

NSPS will not impact the overseas allowances, except for LQA. The current rate table used to determine the maximum amount of LQA to which an employee is entitled is based on grades. Under NSPS, employees will no longer be assigned a grade. The Department of State is currently working on the changes to the LQA maximum rate table that NSPS requires. It is expected that the LQA table will now be based on Career Groups and Pay Bands. CPD will disseminate information on the LQA maximum rate table upon receipt from Department of State and DOD.

GENERAL:

Civilian Sponsorship. A successful sponsorship program is important in helping a new civilian employee transition to the overseas environment. It sets the first impression of how the organization values its newest member as well as the employee's first impression of their new employer. AE Regulation 600-8-8 establishes the procedures for sponsoring U.S. civilian employees assigned to Army organizations in Europe and can be found at <https://www.aeaim.hqusareur.army.mil/library/reg/aer600-8-8.htm>. Another source of information is the manager's guide which is specifically designed for sponsors of DOD civilian personnel relocating to Europe. It focuses on basic issues related to moving and special entitlements while living in an overseas location. This comprehensive reference tool is located on the CPD website at www.per.hqusareur.army.mil/CPD/Civilian_Sponsorship/docs/welcomeToEurope_ebook.pdf. Additional information on "Living/Working Overseas" may be found on the CHRA Europe website at www.chra.eur.army.mil/benefits. NSPS will not affect policy and guidance on civilian sponsorship in Europe.

Deployment of US Civilian Employees. Guidance on deployed U.S. civilian employees can be found at: www.per.hqusareur.army.mil/cpd/contingency_info/default.aspx. Guidance covers both deployment and redeployment processing requirements as well as information on living conditions in contingency areas, additional allowances and entitlements and responsibilities of commanders, supervisors and employees. It is not anticipated that NSPS will change deployment guidance but AE Regulation 690-47, Civilian Deployment and Redeployment, will be thoroughly reviewed for any NSPS impact prior to NSPS implementation.

Contact Information. Contact information for Career Program Managers and Employee Assistance Programs may be found under appropriate links at www.chra.eur.army.mil/. This information will not change with the implementation of NSPS.